

FACTORS MOTIVATING WORKERS PERFORMANCE IN HOSPITALITY INDUSTRY IN TANZANIA: CASE OF MOUNT MERU HOTEL IN ARUSHA REGION

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ABSTRACT

The study aimed to examine motivation factors on workers performance in hospitality industry in Tanzania. The study adopted descriptive research design and used mixed method research approach to collect and in data analysis. The employed tools on collecting primary data were Questionnaire, observation and interview guide. Results showed that workers performance in the hospitality industry is essential component towards assuring organization performance, motivation indeed plays vital role in facilitating motivation through salaries, working conditions and training and development because all have been generated significant.. Findings showed that training bridges the gap between job requirements and the skills needed to perform their duties outlined in the job requirements, hence increases organizational performance. The study recommends that, employers should keep, good salaries, motivation and training in their budget for their employees. To employees is that they should attend training given.

KEYWORDS: *Motivation, Workers, Employees, Performance, Hospitality Industry, and Hotels*

1. Introduction

Hospitality is among the industry with employees encountering shortcomings in the course of delivering their duties and value that is being recognized prior to their contributions (Olaninyi, 2013). There have been several varying complaints from both employers and employees that for employers many practitioners lack skills and quality of being employed (Cho & Lewis, 2012). For employees the conditions and situations they are subjected into by the employers have been dissatisfying. In a competitive economy, there is a constant emphasis on creating and maintaining a high performance work team (Nguyen, Dang & Nguyen, 2014). It should be understood how to create such a high performance work team in the first place. In discussions on organizational success, managers often say that employees' morale is one of the crucial factors for success (Bakotic, 2013).

High job performance is what manager's aim for. Motivation definitely has a certain impact on employee performance (Nguyen, Dang & Nguyen, 2014). Ryan and Deci (2000) agree with this and add that motivation is a key element of employee performance and productivity. Honore (2009) agrees as well and elaborates by saying that researching employee motivation can help understand employee performance levels. One of the biggest challenges for the human resource professional is to retain employees. Employee turnover has grown in complexity (Arekar, Jain, Desphande & Sherin, 2016). Motivation is closely connected to employee turnover. Employees are more likely to stay in the job when job satisfaction outweighs dissatisfaction. As stated by Cho and Lewis (2012), turnover creates serious consequences for all. It will have a negative effect on the morale of the remaining employees and performance often decreases. Individuals with low job satisfaction typically lack motivation to perform at their best and this lack of motivation can lead to increased employee turnover.

The numbers of different age groups within the workforce are increasing. Since motivational factors can differ per age group, it is thus very important to understand what is motivating every specific employee. In this section, literature about age and motivation will be analysed. According to Simons and Enz (2007), both old and young hospitality workers placed wages as the most important motivational factor. However, the older workers also placed "job security" and "favorable working conditions" as important motivational factors. On the other hand, the younger workers want to have more opportunities to develop themselves and, importantly, that the work be interesting. This shows that it might be beneficial for managers to select a specific motivational approach per age group. Different age groups have different values that motivate them.

Moreover, the study of Gladwell *et al* (2010) showed that the older workers valued retirement insurance, while the younger workers ranked parental leave as important. However, there were differences between the rankings of these age groups: professional development was important for all the age groups. Elijah-Mensah (2009) suggests that there is no relationship between age and motivational factors. There are so many factors that motivate people at work places and in some cases this factors may be different from one person to another, some of which are tangible, such as money, and some of which are intangible, such as a sense of achievement, work environment, training and development and so many other factors. Although, employees obtain satisfaction from their work or places of work for different reason, poor workers performance appears to be common

in different work places especially in Hotels Industry something that leads to poor business performance that leads to great loss in the Hotels business.

Thus, it is necessary to analyse the factors of motivations on workers performance, this study will specifically deal with assessment of motivation factors on workers performance of Mount Meru hotel in Arusha to see if these factors have any impacts on workers performance or not, are they outdated or not. The question remains that, do salaries motivates people to work under hotel industry? Do training and development play any role in workers performance? Working conditions motivates employees to work hard in Mount Meru hotel? Are there any challenges that management face during workers motivation process and what measures are they took? Despite of that, through studies above no research explored the role of motivation on workers performance in hotel industry specifically at Arusha, and some of the studies are already outdated. The above reasons cached my attention on examine the factors that motivates workers performance in hotel industry.

2. Literature Review and Theoretical Framework

The study is mainly with hierarchy of needs theory by Abraham Maslow which asserts that individual needs exist in a hierarchy consisting of physiological needs, security needs, belongingness needs, esteem needs, and self-actualization needs. Physiological needs are the most basic needs for food, water, and other factors necessary for survival. Security needs include needs for safety in one's physical environment, stability, and freedom from emotional distress. Belongingness needs relate to desires for friendship, love, and acceptance within a given community of individuals.

Esteem needs are those associated with obtaining the respect of one's self and others. Finally, self-actualization needs are those corresponding to the achievement of one's own potential, the exercising and testing of one's creative capacities, and, in general, to becoming the best person one can possibly be. Unsatisfied needs motivate behavior; thus, lower-level needs such as the physiological and security needs must be met before upper-level needs such as belongingness, esteem, and self-actualization can be motivational. According to the 15 implications of the hierarchy, individuals must have their lower level needs met by, for example, safe working conditions, adequate pay to take care of one's self and one's family, and job security before they will be motivated by increased job responsibilities, status, and challenging work assignments.

Maslow's theory has not received a great deal of support with respect to specific notion it proposes (Greenberg & Baron, 1995). To them this model is theorized to be especially effective in describing the behaviour of individuals who are high in growth need strength because employees who are different to the idea of increasing their growth will not realize any physiological reaction to their jobs. Maslow's theory influences all bank employees regardless of the age, gender, qualification and so on; they choose occupation that they like to be satisfied.

Besides that, several studies have been conducted in the area including Olaniyi (2013) studied on effects of job stress and motivation on performance of employees in hotel industry. It was articulated in Nigeria by means of survey approach. The study revealed that employees they consider monetary compensation as the dominant factor which motivates people to work. However; the study noted that employees under hotel industry complains that they are working under difficult situations, they work for long hours and the nature of hospitality and hotel industry is such that requires employees to face unpleasant experiences, makes employees to do hard work and asks employees to do jobs in odd hours.

Ukandu and Ukpere (2011) assessed strategies to improve the level of employee motivation in the fast food outlets in Cape Town. The study employed survey approach whereas the findings revealed that motivation increases the level of performances of employees and also increases their commitment in the workplace. This implies that motivating workers is very important. Referring to the heading above, the researcher on fast food stipulates that workers are unique and have their individual needs, potentials, values and goals. Job satisfaction leads to job motivation. Therefore, when workers are satisfied, they tend to be motivated to work. Employee performance is considered as the measures of the quality of human capital which is held by the organization.

Despite that, Rosenbalt (2016) insisted that employees who are happy at work tend to provide better customer service because they care more about their organization and other people including customers. Furthermore there is a crucial need to understand the extent to which internal customer care, including inculcating a sense of belonging, social protection, participation; creativity and innovativeness affect employee satisfaction. These are crucial components since they constitute core determinants of employee's responsiveness to the needs and wants of external customers. The study states that hotel's in East African country needs to invest strategically in internal customer care as a way of augmenting and promoting external customer care.

The model below illustrates some of the motivating factors which affect employees work performance. These factors form the independent variables of the study and are manipulated to positively or negatively affect the dependent variable, which is employee work performance. These independent variables have been broadly covered in the literature review. Motivation to employees is derived from good salary, rewards, good working environment, career growth opportunity, job security, recognition and promotion. Motivation is displayed by employees' behaviors such as satisfaction, innovativeness, commitment, settled and productivity, which is essential for employees work performance improvement. Therefore, figure 1 illustrates the results.

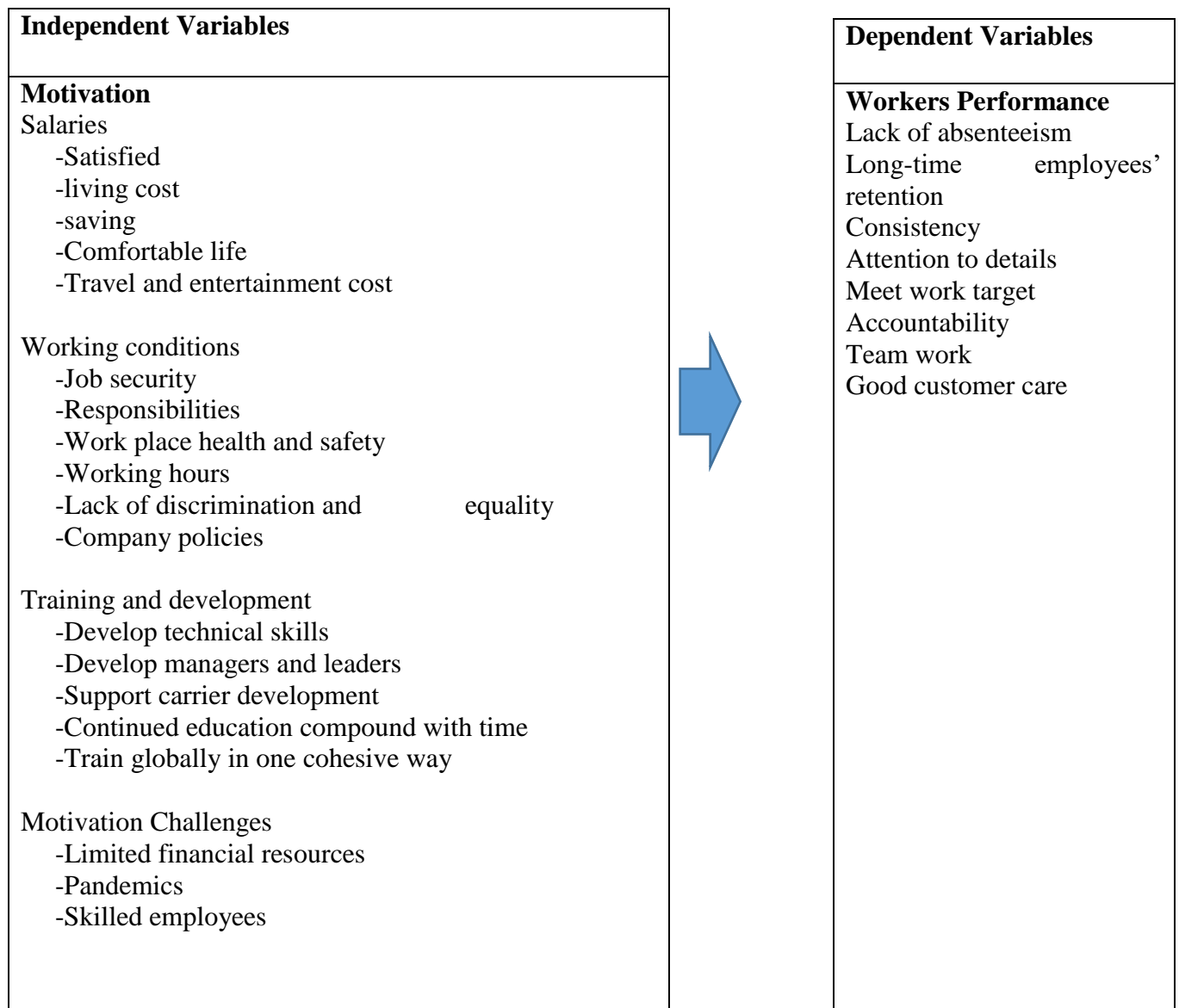


Figure 1: Conceptual Framework

Source: Rosenblatt, 2003

The study focused on motivation factors on worker's performance in hospitality industry in Tanzania. The assumes that worker's performance in hospitality industry is influenced with motivation with three predicting variables identified for testing namely salaries, working conditions and training and development.

3. Methodology

The study was conducted in Arusha region in Mount Meru hotel. Research design is a blue print that guides the planning and implementation of the research (Creswell 2013). These study employed exploratory research design, research adopted mixed approach because mixed research method is a research design with philosophical assumptions as well as methods of inquiry. As a methodology, it involves philosophical assumptions that guide the direction of the collection and analysis of data and the mixture of qualitative and quantitative data in a single study or series of

studies. Its central premise is that the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach alone (Creswell and Plano Clark (2007: 5)). This research approach was appropriate to this study because the researcher aimed at getting more information on the factors for workers performance in hotels in Arusha City, the sample size of the study was 100 respondents. Sampling is a process or technique of choosing a sub-group from a population to participate in the study. It is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected (Ogula, 2005). In this study non-probability sampling where purposive sampling and convenient sampling were used. The study used Questionnaire Method, In-depth interview, documentary review is a technique that brings secondary type of data including thesis, conference papers, textbooks and newspapers (Scott, 2016) as a data collection methods. Data analysis is based on quantitative and qualitative approaches. In Quantitative data analysis involved coding of numeric and non-numerical responses on the data from survey research, and using SPSS software to run frequency procedures for checking data entry errors and making summary statistics of the data and to compute the analysis of variance, a statistical technique for investigating the difference between groups on some dependent variables.

4. Findings/Results

4.1 To determine the role of training and development on workers performance at hotel

The section describes attributes of training and development towards workers performance in the hospitality industry which are well illustrated in table 4.6.

4.1.1 Training Improves Organizational Performance

The figure below shows that, respondents when asked whether or not training improves organizational performance, 38% of the respondents strongly agreed, 44% agreed, 16% were neutral, 2% disagreed and the remaining 0% strongly disagreed. This shows that employee training helps in boosting workers performance in the hospitality industry especially in hotels because a majority of respondents agreed that training improves workers' performances.

4.1.2 Training as a tool to Develop Employees Skills

As shown in table 4.6, respondents when they were asked that training plays a role in developing their skills, 52% of the respondents strongly agreed, 43% agreed, 3% were neutral, 2% disagreed and the remaining 0% strongly disagreed. This shows that there is a relationship between employee training and organizational performance in restaurants because many of respondents agreed that training plays a major role in developing their skills that enhances job performances.

Table 4.2 Training as a tool to Develop Employees Skills

Source: Field Data (2022)

4.1.3 Training and Productivity and workers

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	2	2	2	2
Strongly Disagree	0	0	0	2
Neutral	16	16	16	18
Agree	44	44	44	62
Strongly agree	38	38	38	100
Total	100	100	100	

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	2	2	2	2
Strongly Disagree	0	0	0	2
Neutral	3	3	3	5
Agree	43	43	43	48
Strongly agree	52	52	52	100
Total	100	100	100	

Performance

The figure 4.7 below shows that, respondents when they were asked that on whether or not training improves work performance, 41% of the respondents strongly agreed, 39% agreed, 12% were neutral, 5% disagreed and the remaining 2% strongly disagreed. This shows that there is a relationship between employee training and working performance in restaurants because majority of respondents agreed that training improves productivity which later on it enhances job performances.

Table 4.3 Training and Productivity and workers Performance

Source: Field Data (2022)

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	5	5	5	5
Strongly Disagree	3	3	3	8
Neutral	12	12	12	20
Agree	39	39	39	59
Strongly agree	41	41	41	100
Total	100	100	100	

4.1.4 Training and Employee Motivation

As indicated in table 4.8 below, respondents when they were asked that on whether or not training motivates employees, 50% of the respondents strongly agreed, 34% agreed, 12% were neutral, 4% disagreed and the remaining 0% strongly disagreed. This shows that there is a relationship between employee training and organizational performance in restaurants because majority of respondents agreed that training improves worker’s performances through motivating employees to work effectively on their given tasks.

Table 4.4 Training and Employee Motivation

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	4	4	4	4
Strongly Disagree	0	0	0	4
Neutral	12	12	12	16
Agree	34	34	34	50
Strongly agree	50	50	50	100
Total	100	100	100	

Source: Field Data (2022)

5. Discussion and Findings

To determine then role of training and development on workers performance at hotel.

Moreover, with training and development there is significant relationship with workers performance in the hospitality industry. The assertion is supported also with Hassan (2011) suggesting that performance of the employees as workers is influenced with the level of training and development. This is the reality because for employees that are well trained in terms of education and skills automatically, they perform because they are aware that they exercise something which they are competent which entails that performance is certain.

In addition to that as shown in table 4.7 it indicates that a percentage that is large of respondents have strongly agreed that productivity and performance is increased by employee training. Due to the fact that a larger percentage of respondents were in the strongly agreed group, all in all training as it is seen in the literature that it positively contributes to the enhancement of performance of an organization. A greater contribution that employee training offers is in terms of developing new skills which will help human resources to perform their duties and also by adding employee training motivates human resources to work better (Imran & Tanveer, 2013). Furthermore, The findings of the study aligned with the findings of the previous studies concern training methods as conducted by Ngatunga (2020), Ngowi (2020), Alman at el., (2020), Simamara et al., (2019) and Campos at el., (2017) on the position of training methods towards attainment of effectiveness in training to boost workers' performance. This finding stress much on the influence of employee training on organizational performance in restaurants.

In addition to that, Armstrong (2006) suggest that working conditions is a component which is useful to be considered in facilitating workers performance. This is the reality because in any organization regardless of the sector that internal conditions at work are useful in fostering performance of the employees. This is due to the fact that they can motivating or demotivating since they depend with the situations that are found within the entity in particular.

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5. Conclusion

Workers performance in the hospitality industry is essential component towards assuring organization performance. In fact, motivation indeed plays vital role in facilitating motivation through salaries, working conditions and training and development because all have been generated significant. Regardless of that, the entities as hotels have been encountering shortcomings which affect the efforts towards motivating employees with mostly being the recent COVID 19 pandemic and its outcome towards customer decrease and loss as a result of restrictions and other protective measures. In that case, it is necessary for further measures to be employed to harmonize the situation.

6. Recommendations

With such conditions especially the pandemic, the study recommend that it is essential for the hotels stakeholders to intervene on the entities with largest contribution in tax payment in the sector that they should be given certain waiver to harmonize the cost of operations and requirements. This may enables survival to a certain extent whereas they may resort to further engage in employee motivation and other issues for the greater good of the organizations.

The study also recommend that the hotels industry should be supportive in the generation of skilled employees that could reduce operating costs. This is the case because they could select some entities whereas they seek for practical attachments without paying them for certain long durations whereas they work for free and not as employees. This way they can train them and identifying them whereas upon releasing them to go continue with studies they hire them which becomes a win-win situation with hotels benefiting easily and keep on motivating employees.

The study was performed on motivation factors on workers performance in hospitality industry in Tanzania. Since that is the case, another study may be performed in the same area of focus in another sector such as manufacturing sector, banking sector, telecommunication sector and others. The other area useful for further studies may be on methodology focus that the study was performed using primary data whereas another study could also be performed using secondary data to assure information generation to fill the gap along the same area of focus.

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